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Report on the activities of the Office of Internal Oversight Services

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Activities of the Office of Internal Oversight Services on peace operations for the period from 1 January to 31 December 2017

Report of the Office of Internal Oversight Services

Summary

The present report is submitted pursuant to General Assembly resolutions 48/218 B (para. 5 (e)), 54/244 (paras. 4 and 5), 59/272 (paras. 1–3), 64/263 (para. 1) and 69/253 (para. 1). It covers the activities of the Office of Internal Oversight Services relating to peace operations from 1 January to 31 December 2017.

The Office issued 204 oversight reports relating to peace operations in 2017. They included 552 recommendations, 13 of which were classified as critical to the Organization. The report of the Office on its non-peacekeeping activities for the period from 1 July 2016 to 30 June 2017 is contained in documents A/72/330 (Part I) and A/72/330 (Part I)/Add.1.

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I. Introduction

1. During the reporting period, from 1 January to 31 December 2017, the Office of Internal Oversight Services (OIOS) issued 204 reports relating to peace operations.

2. The present report pertains exclusively to the oversight of United Nations peace operations, including the Department of Peacekeeping Operations, the Department of Field Support, the peacekeeping missions that fall under the authority of those departments and the special political and peacebuilding missions led by the Department of Political Affairs, with support from the Department of Field Support and the Department of Management. The report of OIOS on its non-peacekeeping activities for the period from 1 July 2016 to 30 June 2017 is contained in documents A/72/330 (Part I) and A/72/330 (Part I)/Add.1. Internal audit and evaluation reports issued during the period may be found on the OIOS website (https://oios.un.org), in accordance with General Assembly resolution 69/253.

II. Overview

A. Internal Audit Division

3. Audits of peace operations by the Internal Audit Division are conducted in New York and through resident audit offices based in nine missions — the African Union-United Nations Hybrid Operation in Darfur, the United Nations Interim Force in Lebanon, the United Nations Mission in Liberia, the United Nations Mission in South Sudan, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations Multidimensional Integrated Stabilization Mission in Mali, the United Nations Operation in Côte d'Ivoire, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the United Nations Stabilization Mission in Haiti, — the United Nations Support Office in Somalia, the Regional Service Centre in Entebbe, Uganda, and the Kuwait Joint Support Office. During the reporting period, the Division issued 75 reports relating to peace operations.

Monitoring of audit recommendations

4. OIOS regularly monitors the implementation of all outstanding recommendations. In 2017, the Internal Audit Division issued 417 recommendations, 10 critical and 407 important, relating to peace operations. Table 1 provides a breakdown of the reports, as well as the number of critical and important audit recommendations issued to each office in 2017.

Table 1
Number of audit reports and recommendations on peace operations issued in 2017

Office	*Number of reports*	*Recommendations*		
		Critical	*Important*	*Total*
Department of Field Support	6	–	27	27
Department of Management	1	–	10	10
Department of Peacekeeping Operations	1	–	6	6
MINUSCA	8	5	59	64
MINUSMA	4	–	27	27
MINUSTAH	5	–	17	17

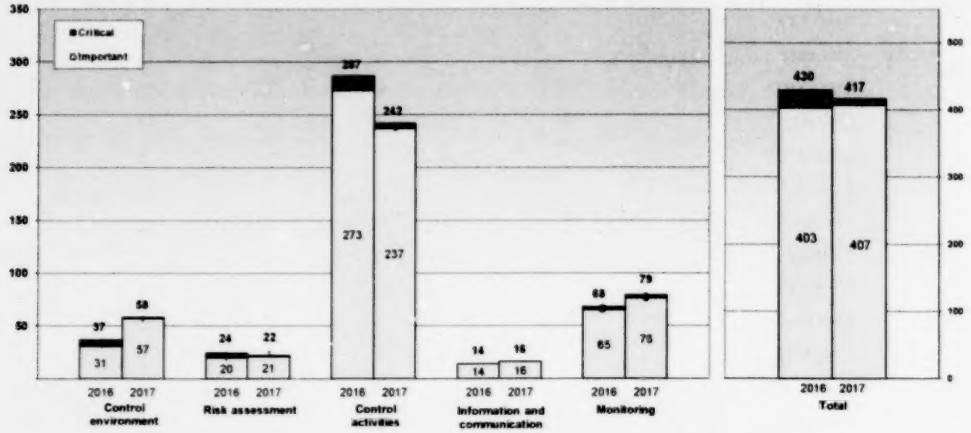
Office	Number of reports	Recommendations		
		Critical	Important	Total
MONUSCO	9	3	52	55
UNAMA	2	–	7	7
UNAMI	4	–	15	15
UNAMID	6	–	33	33
UNDOF	1	–	5	5
UNFICYP	1	–	8	8
UNIFIL	7	–	43	43
UNISFA	1	–	2	2
UNMIL	3	–	17	17
UNMISS	5	–	32	32
UNOCI	3	–	13	13
UNSMIL	1	–	1	1
UNSOM	1	–	11	11
UNSOS	6	2	22	24
Total	**75**	**10**	**407**	**417**

Abbreviations: MINUSCA, United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic; MINUSMA, United Nations Multidimensional Integrated Stabilization Mission in Mali; MINUSTAH, United Nations Stabilization Mission in Haiti; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNAMA, United Nations Assistance Mission in Afghanistan; UNAMI, United Nations Assistance Mission for Iraq; UNAMID, African Union–United Nations Hybrid Operation in Darfur; UNDOF, United Nations Disengagement Observer Force; UNIFCYP, United Nations Peacekeeping Force in Cyprus; UNIFIL, United Nations Interim Force in Lebanon; UNISFA, United Nations Interim Security Force for Abyei; UNMIL, United Nations Mission in Liberia; UNMISS, United Nations Mission in South Sudan; UNOCI, United Nations Operation in Côte d'Ivoire; UNSMIL, United Nations Support Mission in Libya; UNSOM, United Nations Assistance Mission in Somalia; and UNSOS, United Nations Support Office in Somalia.

Classification of recommendations by internal control component

5. Audit recommendations were classified using the five integrated components of internal control. Figure I shows the distribution of critical and important recommendations for each of the components for 2017 compared with that for 2016. It indicates that 242, or 58 per cent, of the recommendations in 2017 were related to control activities, which are the actions established through policies and procedures that help to ensure that management's directives to mitigate risks are carried out.

Figure I
Audit recommendations, classified by internal control component



B. Investigations Division

6. The Investigations Division, with its headquarters in New York, also operates through three offices (Vienna, Nairobi and the Regional Service Centre) and resident investigation offices in MINUSCA, MINUSMA, the United Nations Mission for Justice Support in Haiti, MONUSCO and UNMISS.

7. There are three types of reports that the Division may issue upon the completion of an investigation: investigation reports are issued when matters are substantiated through OIOS investigations; contingent reports are used to present to the Governments of troop-contributing countries, through the Department of Field Support, evidence relating to cases in which the countries' peacekeepers are implicated; and closure reports, issued when OIOS investigations do not substantiate the matters reported.

8. In 2017, the Division continued to prioritize the investigation of allegations of sexual exploitation and abuse. To strengthen those investigations, OIOS developed a training course on forensic interviewing of children using a child advocacy centre based in New York. The Division also conducted training of immediate response teams based in peacekeeping missions to ensure that critical and time-sensitive evidence is preserved, and developed training for national investigation officers tasked with investigating misconduct by uniformed peacekeepers on behalf of Member States.

9. The Division continued to work closely with the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, particularly in relation to the development of an incident reporting form designed for use by authorized United Nations persons to ensure that the Organization consistently receives and records initial information on allegations of sexual exploitation and abuse. Effective 1 November 2017, the form was being field tested in the Democratic Republic of the Congo for a period of six months to assess its operation in practice, prior to its formal adoption for use at all duty stations system-wide. OIOS conducted multiple incident reporting form workshops designed to ensure that those authorized to complete the form understand its purpose and parameters.

10. Further, operating under the auspices of the United Nations representatives of investigation services, the Division has chaired a standing task force on improving the investigation of sexual exploitation and abuse aimed at producing uniform principles and guidelines for the investigation of sexual exploitation and sexual abuse as a means of harmonizing standards and ensuring that, to the extent possible, United Nations entities carry out investigations according to similar standards.

11. In 2017, the Division issued 125 reports, comprising 43 investigation, 59 contingent and 23 closure reports. This represented a decrease from the previous year, in which 159 reports were issued. The Division also referred 166 matters to more appropriate offices or entities for possible action. As at 31 December 2017, the Investigations Division had 89 cases under investigation, to the same number as at the end of 2016 (see table 2).

Table 2
Case flow for peacekeeping operations

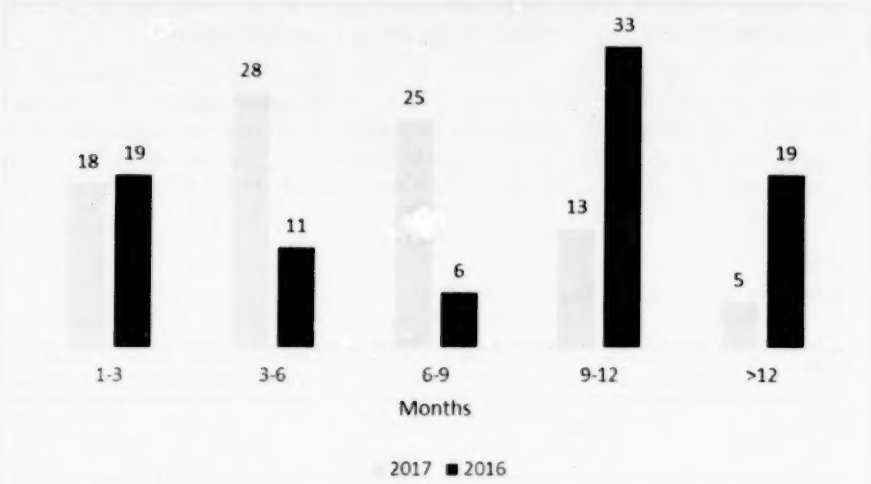
	Investigations			
Year	*Open at beginning of year*	*Opened during year*	*Closed during year*	*Year-end balance*
2016	80	150	141	89
2017	89	146	146	89

12. The highest number of reports was related to sexual exploitation and abuse, with 69 reports issued, constituting 55 per cent of all reports issued in 2017. Of those, sufficient evidence of misconduct was found in 45 reports. Of the substantiated cases, 35 involved uniformed personnel and 10 involved civilians.

13. Of the 146 matters that led to a decision to investigate, the highest number was related to sexual exploitation and abuse, with 56 cases, or 38 per cent, of all investigation predications. This represents a 36 per cent decrease in sexual exploitation and abuse cases in comparison with 2016.

14. A breakdown of the investigations of peace operations pending as at 31 December 2016 and 31 December 2017 is provided in figure II. On 31 December 2017, five such investigations had been pending for more than 12 months, a 74 per cent decrease in comparison with 31 December 2016.

Figure II
Number and age of pending peace operation investigations as at 31 December 2016 and 31 December 2017



C. Inspection and Evaluation Division

15. In 2017, the Inspection and Evaluation Division issued four reports related to peace operations, including two thematic evaluation reports, one report on a review and evaluation conducted jointly with the Internal Audit Division and one triennial review of the implementation of recommendations contained in the 2014 OIOS evaluation report on the implementation and results of protection of civilian mandates in United Nations peacekeeping operations. The Division also continued to conduct comprehensive risk assessments of peacekeeping operations and mandates, in accordance with its workplan and in consultation with the Departments of Peacekeeping Operations and Field Support.

D. Impediments to the work of the Office

16. In 2017 there were no inappropriate scope limitations that impeded the work or independence of OIOS.

III. Oversight results

17. Internal audit and evaluation reports are available for review on the OIOS website. The results of selected assignments are described below. Specific recommendations and management action plans are outlined in the relevant reports.

A. Thematic audits

Public information

18. OIOS conducted audits relating to public information programmes in MINUSCA, MONUSCO, UNAMID and UNMISS.

19. MONUSCO and MINUSCA conducted adequate outreach activities to engage the local population and raise awareness of the missions' activities. UNAMID and MONUSCO had adequate controls with respect to the clearance and release of information to the public. All four missions, however, needed to implement measures to improve the effectiveness and efficiency of their public information programmes. While action has been taken since the issuance of the respective audit reports to address some of the recommendations, weaknesses were observed by the auditors in at least two of the four missions (see table 3).

Table 3
Common issues identified in the implementation of public information programmes in field missions

Issues	*MINUSCA*	*MONUSCO*	*UNAMID*	*UNMISS*
Mechanisms for evaluating the effectiveness of the programme were not reflected in the public information strategy and/or the strategy was not aligned with the mission's mandate	X	X	X	X
There was inadequate coordination between the public information section and other mission components to ensure proper messaging and determination of public information priorities	X		X	X
Social media platforms were not adequately utilized to disseminate information and engage the local population and other stakeholders	X		X	X
Evaluation of the effectiveness and impact of the public information programme in reaching the intended audience was not carried out	X			X
Monitoring of local, regional and international media and analysis of developments and trends were inadequate	X	X	X	X
Training of public information staff and capacity-building of local journalists were inadequate	X	X	X	X
Archiving of public information materials and other media was inadequate	X	X	X	X

Budget formulation and monitoring

20. OIOS conducted audits of budget formulation and monitoring in MINUSCA, MINUSMA, MONUSCO, UNIFIL, UNMISS and UNSOS.

21. The missions' budgets were aligned with relevant Security Council mandates and respective strategic objectives and mission priorities. Resource requirements for military and police components were consistent with troop strengths and reimbursement rates approved by the General Assembly. However, even taking into consideration the operating environment, MINUSCA, MINUSMA and UNIFIL did not adequately determine and/or justify some of their requirements in formulating budgets.

22. Except for MONUSCO and MINUSMA, the missions could have reduced the levels and amounts of redeployments and variances by adequately considering or providing the best available information and historical performance.

Medical services

23. OIOS conducted audits of medical services in UNAMI, UNAMID, UNFICYP and UNIFIL.

24. All four missions provided staff with access to medical facilities and emergency medical treatment, implemented various preventive medical measures such as health-care campaigns and disseminated health-related information. However, UNAMID did not have formal agreements with level IV medical facilities for the provision of definitive care and specialized medical treatment outside of the mission area. UNIFIL needed to amend the memorandum of understanding with a troop-contributing country to discontinue unnecessary reimbursements for one hospital owing to the misclassification of its capability level and underutilization of the facility.

25. UNFICYP had contracts with commercial medical facilities that were established without a proper procurement process by a staff member without delegated procurement authority. The contracts did not include information on the prices of available medical services; therefore, there was no assurance that payments totalling $601,000 reflected competitive prices. Also, military medical officers referred personnel to those medical facilities for treatment, contrary to guidelines that prohibit uniformed personnel from authorizing activities that would incur costs to the United Nations.

26. In all four missions, medicines and medical consumables were not managed well. This resulted in shortages of essential drugs and supplies at several medical facilities in UNAMID and discrepancies between physical stock counts and Galileo records in UNIFIL. In UNFICYP, there was an excess supply of medical equipment, drugs and consumables, resulting in waste and unnecessary maintenance costs. While UNAMID and UNFICYP had large quantities of expired drugs, they had not quantified the value of losses, whereas UNAMI incurred financial losses totalling $319,673 over a five-year period owing to expired drugs. UNAMI did not accept a recommendation of OIOS to improve its management of medical supplies, but subsequently informed OIOS that action had been taken to significantly reduce the amounts of expired medication through more stringent monitoring and regular inventory checks.

Business continuity

27. OIOS conducted audits of business continuity management in MINUSTAH, MONUSCO, UNIFIL, UNSOM and UNSOS.

28. Except for UNIFIL, all missions had established an adequate emergency governance structure for decision-making and for coordinating responses to disruptive events. In UNIFIL, the roles and responsibilities of several decision-making bodies involved in crisis coordination and business continuity were unclear. In all five missions, the identification of critical business processes to be continued after a disruptive event was not supported by an updated and complete risk assessment and business impact analysis, and the maximum tolerable period of disruption had not been established. As a result, business continuity plans did not include adequately defined recovery times for all processes and locations that were critical to mission mandates.

29. Business continuity plans for all of the missions had not been updated and/or did not include a permanent and complete list of critical staff responsible for maintaining pre-identified processes or lists of alternative locations equipped with necessary infrastructure from which to continue operations.

30. In all five missions, staff responsible for business continuity activities had not been adequately trained and/or focal points had not been appointed.

Liquidation activities

31. OIOS conducted audits of various liquidation activities in MINUSTAH and UNOCI.

32. The two missions had developed liquidation plans and were taking adequate steps to close the camps. UNOCI had paid $627,000 in compensation to the private landowners of five premises in lieu of carrying out restoration work. However, guidance, site visits and supervision of junior staff involved in determining compensation packages were inadequate, increasing the risk of irregularities. There were also claims pending against UNOCI totalling $390,834 relating to land that the mission occupied without having contracts with the owners. With respect to MINUSTAH, a consolidation plan aimed at streamlining the number of occupied premises during the drawdown period had not been implemented fully, resulting in lost savings of $258,000 per month.

33. The missions undertook environmental clean-up activities and obtained the necessary environmental clearance certificates for all vacated sites, numbering 45 for UNOCI and 11 for MINUSTAH. Waste management and disposal procedures were adequate in UNOCI, but in MINUSTAH large amounts of hazardous and non-hazardous waste were pending disposal.

34. While UNOCI had put in place a mechanism for the disposal of assets, it had yet to dispose of over 60 per cent of assets as at April 2017, two months before its mandated liquidation. This included 5,307 assets valued at $4.1 million that had been written off and 3,314 assets valued at $7.3 million that were still in use. The OIOS audit of asset disposal activities in MINUSTAH was still ongoing.

B. Internal audit and investigation activities, by department and mission

Department of Field Support

Internal audit reports

35. OIOS issued 27 audit recommendations and the following 6 audit reports to Department of Field Support:

(a) Advisory engagement to review oversight recommendations and planning for four pilot projects and overall governance relating to the implementation of supply chain management (2017/006);

(b) Management of air transportation of uniformed personnel and related cargo (2017/009);

(c) Provision of guidance and support to fuel operations (2017/030);

(d) Electronic contingent-owned equipment system in UNMISS (2017/058);

(e) Oversight and support of property management in field missions (2017/062);

(f) Review and evaluation of strategic deployment stocks (A/71/798).

Audit of management of air transportation of uniformed personnel and related cargo

36. The Organization saved $18 million by using a long-term charter aircraft to transport uniformed personnel. The efficiency and economy of operations could be further improved by exploring the establishment of another long-term air charter option for troop movements, as the use of short-term air charters was not always cost effective. The Department of Field Support did not have a reliable and transparent benchmarking model for evaluating the amounts that Member States were reimbursed for the movement of uniformed personnel under letters of assist, resulting in unreasonably high reimbursement amounts. There was also a need to revise the vendor registration process with respect to air operators to obtain a more realistic view of the market for air charters.

Audit of the electronic contingent-owned equipment system

37. The Department of Field Support's governance, risk management and control processes with respect to the deployment of the electronic contingent-owned equipment system needed to be enhanced. The system had yet to achieve the integration of end-to-end processing of activities pertaining to contingent-owned equipment. The Department also needed to define a project governance mechanism and clarify the source of funding for the integrated system. Weaknesses were also identified with input design, user access management and mobile device management.

Investigation activities

38. OIOS issued one closure report (0164/16) and the following two investigation reports relating to Department of Field Support:

(a) Procurement irregularities at United Nations Headquarters (0500/15);

(b) Procurement irregularities by a staff member (0245/15).

39. *Case 0500/15*. OIOS received a report of possible irregularities in the procurement of aviation services. It was reported that an aircraft that had been procured did not meet United Nations safety or mission requirements, and the statement of work had been tailored to fit the equipment. It was also reported that the technical evaluators lacked specialist knowledge and that the annual cost of the contract was approximately double that of equivalent contracts, while the termination clause exposed the United Nations to additional expenditure of approximately $1.5 million. In its investigation, OIOS found reasonable grounds to conclude that the conduct of several officials may have been inconsistent with the standards expected of an international civil servant. The report was sent to Department of Field Support. The staff members involved have since separated from the Organization.

Department of Management

40. OIOS issued 10 audit recommendations and 1 audit report to the Department of Management on the Regional Procurement Office (2017/043).

Department of Peacekeeping Operations

Internal audit reports

41. OIOS issued six audit recommendations and one audit report to Department of Peacekeeping Operations on the management of selected trust funds (2017/033).

Audit of the management of selected trust funds

42. The trust fund activities of the Department of Peacekeeping Operations and the Department of Field Support were generally performed in accordance with applicable guidelines to meet their primary purpose. There was, however, a need to strengthen internal controls by: (a) developing a resource mobilization strategy; (b) taking appropriate measures to ensure compliance with the reporting requirements specified in the donor agreements/letters; and (c) strengthening governance over the rapid deployment of engineering capabilities in Africa project by finalizing the project initiation document and constituting a project board to ensure effective oversight.

United Nations Mission for the Referendum in Western Sahara

43. OIOS issued one investigation report to the United Nations Mission for the Referendum in Western Sahara on sexual harassment and sexual assault by a United Nations military observer (0437/16).

United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Internal audit reports

44. OIOS issued 64 audit recommendations and the following 8 audit reports to MINUSCA:

(a) Quick-impact projects (2017/025);

(b) Conduct and discipline function (2017/042);

(c) Recruitment of national staff (2017/046);

(d) Fleet management (2017/078);

(e) Joint Bangui police task force (2017/120);

(f) Safety and security (2017/125);

(g) Strategic communications and public information programme (2017/130);

(h) Budget formulation and monitoring (2017/139).

Audit of conduct and discipline

45. While MINUSCA conducted some risk assessments, it did not assess the risks in a majority of the operating bases where it had a significant number of personnel and did not put in place adequate mitigating measures to address some high-risk areas. Resources were inadequate for the receipt and processing of misconduct allegations in a safe, confidential and effective way, and the conduct and discipline team did not assess and refer allegations of misconduct to investigative bodies in a timely manner. Other preventive and enforcement measures, such as ensuring that all staff complete mandatory training on sexual exploitation and abuse and following up on cases referred to investigative bodies, needed to be improved.

Investigation activities

46. OIOS issued 2 closure reports (0404/16 and 0415/16) and the following 2 investigation and 32 contingent reports related to MINUSCA:

Investigation:

(a) Sexual abuse of an alleged minor by a Police Support Unit officer (0041/16);

(b) Sexual exploitation and abuse by a United Nations police officer (0063/16);

Contingent:

(c) Sexual exploitation and abuse by peacekeepers (0414/16, 0113/16, 0116/16, 0118/16, 0119/16, 0210/16, 0211/16, 0212/16, 0213/16, 0217/16, 0197/16, 0007/16, 0008/16, 0042/16, 0128/16, 0208/16, 0527/16, 0600/16, 0578/16, 0525/16, 0121/16, 0120/16, 0196/16, 0570/16, 0504/16, 0154/17, 0318/17, 0081/17, 0187/17, 0257/17, 0520/17, 0525/16 and 0676/16);

(d) Addenda to the report on sexual exploitation and abuse by peacekeepers: sexual exploitation and abuse by peacekeepers at MINUSCA (0203/16 and 0035/16);

(e) Sexual exploitation and abuse of a minor (0109/17);

(f) Possible misconduct by a peacekeeper (0460/16);

(g) Excessive use of force by peacekeepers (0142/17);

(h) Reported human rights violations by a peacekeeper (0097/17);

(i) Irregular transportation of goods (0095/17).

47. *Case 0008/16*. It was reported that five minors had made complaints alleging sexual exploitation and abuse by members of one troop contingent. A peacekeeper had reportedly threatened the family of one of the victims with his firearm. The preliminary findings of the OIOS investigation, which included a command and control component, were transmitted to Department of Field Support for referral to the troop-contributing country. A national investigation by that country has, to date, substantiated the allegations of sexual abuse of a minor with respect to one of the peacekeepers, who received a custodial sentence.

United Nations Multidimensional Integrated Stabilization Mission in Mali

Internal audit reports

48. OIOS issued 27 audit recommendations and the following 4 audit reports to MINUSMA:

(a) Ex post facto procurement cases (2017/056);

(b) Payment process (2017/101);

(c) Police operations (2017/107);

(d) Budget formulation and monitoring (2017/142).

Audit of police operations

49. The strategy and criteria used for identifying locations and/or facilities for the co-location of United Nations police with Malian security forces needed to be improved to ensure the effectiveness of co-located activities. The deployment of police personnel was delayed (1,273 of an authorized strength of 1,920 were deployed) owing mainly to delays by MINUSMA in constructing accommodation camps, the lengthy recruitment process, difficulties in getting suitable candidates from police-contributing countries and budget constraints.

Investigation activities

50. OIOS issued one closure report (0499/17) and the following two investigation and two contingent reports related to MINUSMA:

Investigation:

(a) Distribution of child pornography by a United Nations Volunteer (0467/17);

(b) Failure of a staff member to report possible serious misconduct (0500/17);

Contingent:

(c) Possible misconduct by peacekeepers (0592/16);

(d) Serious misconduct by peacekeepers (0308/16).

United Nations Stabilization Mission in Haiti

Internal audit reports

51. OIOS issued 17 audit recommendations and the following 5 audit reports to MINUSTAH:

(a) Human rights programme (2017/032);

(b) Contingent-owned equipment (2017/035);

(c) Business continuity management (2017/111);

(d) Camp closure and environmental clean-up (2017/133);

(e) Phasing out of human resources (2017/135).

Audit of contingent-owned equipment

52. The contingent-owned equipment and memorandum of understanding management review board was not convening as required and did not perform mandated functions to identify underutilized equipment and review the explosive ordnance self-sustainment capability of the Mission. Consequently, MINUSTAH reimbursed troop- and police-contributing countries approximately $2.5 million for major equipment that was mostly idle, and reimbursed a contingent $6 million for unutilized explosive ordnance capability. MINUSTAH was reimbursing troop- and police-contributing countries for several vehicles that were unsafe and not considered operationally serviceable.

Investigation activities

53. OIOS issued two closure reports (0474/16 and 0179/16) and the following five investigation reports in relation to MINUSTAH:

(a) Possible extortion by a staff member (0011/16);

(b) Medical insurance fraud by a staff member (0403/15, 0306/15 and 0452/15);

(c) Breach of contract and fraud by a vendor (0149/16).

54. *Case 0306/15*. OIOS investigated and substantiated a report that staff members had been submitting fraudulent medical claims for reimbursement by the United Nations medical insurance plan. One staff member was separated because of the expiration of a fixed-term contract.

55. *Case 0149/16*. OIOS investigated and substantiated a report that a provider of travel management services attempted to unjustifiably charge the United Nations additional and miscellaneous fees not provided for in the contract, which would have resulted in a minimum loss of $670,000. The investigation report was sent to the

Department of Field Support with a number of recommendations, including that the vendor be removed from the registered list of vendors.

United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

Internal audit reports

56. OIOS issued 55 audit recommendations and the following 9 audit reports to MONUSCO:

(a) Military operations for the protection of civilians (2017/011);

(b) Outsourced services (2017/026);

(c) Ground transport operations (2017/054);

(d) Asset disposal and local property survey board (2017/060);

(e) Warehouse management (2017/072);

(f) Safety and security (2017/102);

(g) Budget formulation and monitoring (2017/128);

(h) Public information programme (2017/129);

(i) Business continuity (2017/138).

Audit of military operations for the protection of civilians

57. MONUSCO was engaged in nine major military operations that involved the use of lethal force, but there was no evidence that collateral damage estimates, battle damage assessments and after-action reviews were conducted. This precluded MONUSCO from identifying and implementing appropriate mitigating measures to minimize damage and improve the effectiveness of future military operations. There was also a need to increase military patrols at night and adequately equip contingents to address prevailing threats in conflict-affected areas where civilians were facing increased incidents of rape and abduction. All major attacks in the Beni area and 59 per cent of 173 serious incidents and violations against civilians in Bunia from January to September 2016 occurred at night.

Investigation activities

58. OIOS issued 2 closure reports (0299/17 and 0615/16) and the following 7 investigation and 14 contingent reports in relation to MONUSCO:

Investigation:

(a) Sexual exploitation and abuse by peacekeepers (0193/17);

(b) Sexual exploitation and abuse by a United Nations Volunteer (0653/16 and 0648/16);

(c) Sexual exploitation and abuse of a minor by a military observer (0022/17);

(d) Sexual abuse by a United Nations Volunteer (0427/15);

(e) Fraudulent acts by a staff member (0634/16);

(f) Forgery by a staff member (0096/16);

Contingent:

(g) Physical assault of a staff member by a peacekeeper (0214/17);

(h) Sexual exploitation and attempted bribery by a peacekeeper (0583/16);

(i) Sexual exploitation and abuse by peacekeepers (0532/16, 0195/17, 0129/17, 0622/16, 0328/16, 0309/17, 0296/17, 0280/17, 0278/16, 0124/17, 0662/16 and 0354/16).

United Nations Assistance Mission in Afghanistan

Internal audit reports

59. OIOS issued seven audit recommendations and the following two audit reports to UNAMA:

(a) Facilities management (2017/121);

(b) Political affairs programme (2017/137).

Investigation activities

60. OIOS issued three closure reports related to UNAMA (0534/16, 0230/15 and 0231/15).

United Nations Assistance Mission for Iraq

Internal audit reports

61. OIOS issued 15 audit recommendations and the following 4 audit reports to UNAMI:

(a) Medical services (2017/044);

(b) Political affairs programme (2017/091);

(c) Air operations and aviation safety (2017/147);

(d) Fuel management (2017/153).

Audit of air operations and aviation safety

62. UNAMI developed and implemented an aviation support plan, standard operating procedures, including a quality assurance programme, and search-and-rescue and aviation emergency response plans. The Regional Aviation Safety Office in Brindisi, Italy, implemented the Mission's aviation safety programme. However, the low utilization of flights between Baghdad and Kuwait and inadequate procedures for the approval of requests from non-United Nations personnel to use UNAMI air assets resulted in unnecessary flight operation costs. UNAMI did not accept recommendations to address those issues, although it established criteria for the minimum number of passengers required to fly the route and undertook to review on a quarterly basis the viability of the route.

Investigation activities

63. OIOS issued two closure reports related to UNAMI (0354/15 and 0464/15).

African Union-United Nations Hybrid Operation in Darfur

Internal audit reports

64. OIOS issued 33 audit recommendations and the following 6 audit reports to UNAMID:

(a) Aviation safety programme (2017/051);

(b) Public information programme (2017/061);

(c) Community stabilization programme (2017/074);

(d) Medical services (2017/123);

(e) Trust fund activities (2017/126);

(f) Protection of civilian programme (2017/141).

Audit of community stabilization programme

65. UNAMID did not verify that the Ceasefire Commission had maintained relevant documentation to ensure that transitional allowances and reintegration packages were provided only to qualified disarmed ex-combatants. UNAMID also did not take proactive action to support the efforts of the Government of the Sudan to control small arms and light weapons, increasing the risk of continued armed violence against civilians. Inadequate assessment of the capacity of implementing partners and evaluation of proposals had a negative impact on the implementation of various projects aimed at developing the vocational skills of and providing on-the-job training to unemployed youths.

Audit of the protection of civilians programme

66. The UNAMID mission concept had not been updated to reflect the annual changes in the mission's mandate, and the strategy for the protection of civilians did not sufficiently expound on the role of the Government and the response to acute crises regarding the protection of civilians. In addition, the protection management group established by the mission to provide oversight, strategic direction and guidance on the implementation of the protection of civilians strategy was not fully functional, creating a risk that related activities may not properly reflect the priorities of the mission's leadership. Moreover, the mechanisms and structures in place to gather information on threats and risks to civilians were not fully effective or were not sufficiently comprehensive, the limited resources of the mission were not always allocated to patrol hotspots, and freedom of movement remained a concern for UNAMID operational activities, as places of concern or interest were frequently inaccessible owing to government restrictions.

Investigation activities

67. OIOS issued the following two investigation reports in relation to UNAMID:

(a) Conflict of interest and procurement fraud by a staff member (0374/14);

(b) Use of forged documents by a staff member (0002/17).

United Nations Disengagement Observer Force

68. OIOS issued five audit recommendations and one audit report on finance and human resources management (2017/136) to UNDOF.

United Nations Peacekeeping Force in Cyprus

Internal audit reports

69. OIOS issued eight audit recommendations and one audit report on procurement, contract management and medical services (2017/140) to UNFICYP.

Investigation activities

70. OIOS issued one closure report (0126/17) and the following two contingent reports in relation to UNFICYP:

(a) Misconduct by a peacekeeper (0127/17);

(b) Serious misconduct by a peacekeeper (0156/16).

United Nations Interim Force in Lebanon

Internal audit reports

71. OIOS issued 43 audit recommendations and the following 7 audit reports to UNIFIL:

(a) Implementation of letters of assist and memorandums of understanding for maritime operations (2017/057);

(b) Military patrolling operations (2017/090);

(c) Commercial activities (2017/092);

(d) Medical services (2017/099);

(e) Demining activities (2017/118);

(f) Budget formulation and monitoring (2017/148);

(g) Business continuity (2017/151).

Audit of military patrolling operations

72. UNIFIL had a well-established command and control structure and was successfully conducting day-to-day patrolling operations. However, UNIFIL needed to prioritize the types and locations of joint patrols with the Lebanese Armed Forces to maximize their effectiveness and ensure the availability of Lebanese forces to cover sensitive areas and hotspots. UNIFIL also needed to evaluate the contribution and impact of patrolling operations on overall mandate implementation.

Audit of the implementation of letters of assist and memorandums of understanding for maritime operations

73. Some maritime contributing countries deployed different types of vessels and rotated their vessels more frequently than is specified in the letters of assist. This resulted in downtime and reduced availability of vessels for operational tasks. In addition, there were overpayments to maritime contributing countries totalling $5.1 million, including $4.9 million reimbursed while vessels were under maintenance and thus not available for operations. Although payments to maritime contributing countries for preventive maintenance periods are contrary to the provisions of the letters of assist, the Department of Field Support and UNIFIL were of the view that such payments were appropriate, as the maintenance was aimed at ensuring the continued availability of the vessels, and they advised OIOS that the letters of assist would be updated accordingly. Furthermore, inconsistencies between the terms of the letters of assist and the memorandums of understanding resulted in overpayments totalling $551,488 for the deployment of excess troops.

Audit of commercial activities

74. To implement the welfare and recreation strategy for contingents, contingents at UNIFIL were allowed to enter into contracts directly with various third parties, who operated such facilities as restaurants, barbershops and massage centres on the mission's premises. This exposed the mission to various reputational, security and, potentially, legal risks, as the contingents were not complying with mission guidelines, some of the contractors were not complying with various host country regulations, and the mission had not obtained waivers from the contractors releasing

the United Nations from liability for any incidents occurring on the mission's premises.

75. UNIFIL did not accept the recommendation to obtain relevant guidance from the Department of Peacekeeping Operations and the Department of Field Support on the appropriateness of contingents' contractors operating on the mission's premises. In view of the risks involved, the Office of Legal Affairs offered its assistance to the two departments and to UNIFIL to jointly review the relevant policy provisions. UNIFIL also did not accept the recommendation to put in place a mechanism to monitor its contractors' compliance with local regulations. Given that the mission accepted the related residual risk, OIOS closed the recommendation.

Investigation activities

76. OIOS issued the following investigation report and three contingent reports in relation to UNIFIL:

Investigation:

(a) Sexual exploitation by a staff member (0120/17);

Contingent:

(b) Sexual exploitation by a peacekeeper (0621/16);

(c) Misconduct by a peacekeeper (0156/17 and 0099/17).

77. *Case 0120/17*. OIOS investigated a report that a staff member had sexually exploited a Lebanese national. The matter came to light when the staff member reported that the victim was attempting to extort money from him under threat of reporting their relationship to mission management. The victim stated that she had engaged in a sexual relationship with the staff member purely for the expected financial support. The staff member separated from the Organization through early retirement. The Office of Human Resources Management has taken appropriate action in respect of the staff member's official status file.

United Nations Integrated Peacebuilding Office in Guinea-Bissau

Investigation activities

78. OIOS issued one investigation report in relation to the United Nations Integrated Peacebuilding Office in Guinea-Bissau on the sexual abuse of two minors by a staff member (0549/16).

79. *Case 0549/16*. OIOS investigated a report that a staff member had sexually abused his minor daughter and another minor who was a relative. OIOS substantiated the claims and further established that the staff member had mistreated another daughter and another relative, both of whom were also minors. The findings were transmitted, through the Department of Field Support, to the Office of Human Resources Management, resulting in the staff member's separation from the Organization. The sexual assaults are under investigation by national authorities, who have been informed of the findings of OIOS.

United Nations Interim Security Force for Abyei

Internal audit reports

80. OIOS issued two audit recommendations and one audit report to UNISFA on recruitment of staff (2017/071).

Investigation activities

81. OIOS issued one closure report (0352/15) and the following two investigation reports in relation to UNISFA:

(a) Allegations of procurement irregularities and entitlement fraud by a former staff member (0579/16);

(b) Sexual exploitation by a staff member (0514/16).

United Nations Interim Administration Mission in Kosovo

Investigation activities

82. OIOS issued two investigation reports in relation to the United Nations Interim Administration Mission in Kosovo (UNMIK) on the improper disclosure of confidential information (0177/16 and 0278/17).

83. *Cases 0177/16 and 0278/17*. OIOS investigated and substantiated a report that a United Nations police officer had disseminated confidential information to a former UNMIK staff member who was not authorized to receive it. The investigation report was sent to the Department of Field Support, which referred the findings to the police-contributing country. The police-contributing country's national investigation was inconclusive; however, the officer who had been implicated resigned from the country's police service. The findings regarding the former staff member were referred by the Department of Field Support to the Office of Human Resources Management for appropriate action with regard to the former staff member's official status file. OIOS also issued an advisory report with recommendations for strengthening the handling of information in the UNMIK INTERPOL Liaison Office.

United Nations Mission in Liberia

Internal audit reports

84. OIOS issued 17 audit recommendations and the following 3 audit reports to UNMIL:

(a) Contracts management and administration (2017/027);

(b) Fuel management (2017/048);

(c) Safety and security (2017/112).

Investigation activities

85. OIOS issued one closure report (0542/15) and the following three contingent reports in relation to UNMIL:

(a) Misconduct by a peacekeeper (0011/17);

(b) Possible misconduct by a peacekeeper (0303/16);

(c) Sexual exploitation and abuse by a peacekeeper (0204/17).

United Nations Mission in South Sudan

Internal audit reports

86. OIOS issued 32 audit recommendations and the following 5 audit reports to UNMISS:

(a) General services contracts management (2017/038);

(b) Facilities management (2017/079);

(c) Budget formulation and monitoring (2017/113);

(d) Public information programme (2017/117);

(e) Electronic security system project (2017/144).

Audit of electronic security system project

87. UNMISS did not have the technical expertise needed to assess whether a proposed electronic security system costing $6.2 million would meet its needs, and the evaluation team tasked with conducting technical evaluations of vendors' proposals did not have relevant experience. UNMISS initially did not have a dedicated project manager and project management team with the required capability, technical skills and tools to effectively manage the project, which resulted in inaccurate design requirements, delayed implementation of the project and several contract extensions. In addition, UNMISS and the contractor could not agree on the percentage of work completed, with the contractors claiming that they had performed 98 per cent of the contract and the Mission claiming that only 50 per cent of the work had been completed. The contract is under dispute, and an independent expert is being engaged to conduct a comprehensive assessment to determine the extent of project completion.

Investigation activities

88. OIOS issued four closure reports (0535/16, 0062/15, 0497/16 and 0031/16) and the following six investigation and one contingent reports in relation to UNMISS:

Investigation:

(a) Sexual exploitation and abuse by a staff member (0004/17);

(b) Supplementary investigation report on sexual exploitation by a staff member (0004/17);

(c) Non-compliance with a mission-issued administrative instruction by a staff member (0548/15);

(d) Leave entitlement fraud by a staff member (0523/16);

(e) Conflict of interest by a staff member (0574/16);

(f) Attempted interference in a procurement process by a staff member (0573/16);

Contingent:

(g) Sexual exploitation and abuse and sale of rations by peacekeepers (0289/17).

89. *Case 0523/16*. OIOS investigated a report of a staff member's failing to accurately record leave days, resulting in the undue payments for leave and danger pay. OIOS found that a minimum of 25 official working days of absence from the Mission had not been deducted from the staff member's annual leave balance and that the staff member had failed to record 65 calendar days of absence from the Mission, resulting in an undue payment of $3,419. The findings of OIOS were referred by the Department of Field Support to the Office of Human Resources Management. The case is pending disciplinary action and recovery of lost funds.

90. *Case 0574/16*. OIOS investigated and substantiated a report that in the recruitment of a contractor, a United Nations staff member with a conflict of interest acted to favour a family member. The staff member intervened in the selection process and participated in the interview panel, which resulted in the family member's being

contracted. OIOS sent its findings to the Department of Field Support for appropriate action.

United Nations Operation in Côte d'Ivoire

Internal audit reports

91. OIOS issued 13 audit recommendations and the following 3 audit reports to UNOCI:

(a) Inventory and assets disposal during the liquidation of UNOCI (2017/052);

(b) Camp closure, environmental clean-up and leases (2017/053);

(c) Accounts receivable and payable (2017/073).

Investigation activities

92. OIOS issued one closure report (0146/17) and the following four investigation and two contingent reports in relation to UNOCI:

Investigation:

(a) Sexual abuse of a minor by a staff member (0312/16);

(b) Failure to report possible serious misconduct by a staff member (0422/16);

(c) Serious misconduct by a staff member (0034/17);

(d) Conflict of interest by a staff member (0375/16);

Contingent:

(e) Sexual abuse of a minor by a peacekeeper (0521/16);

(f) Sexual abuse by a peacekeeper (0434/16).

93. *Case 0375/16*. OIOS investigated a report that a staff member had been involved in corrupt dealings with respect to the sale of United Nations vehicles and had been improperly involved in a procurement bid. OIOS established that the staff member had failed to disclose a conflict of interest, which interfered with his official duties and responsibilities. OIOS reported those findings, through the Department of Field Support, to the Office of Human Resources Management. The staff member separated from service for administrative reasons.

Office of the United Nations Special Coordinator for the Middle East Peace Process

Investigation activities

94. OIOS issued one investigation report in relation to the Office of the United Nations Special Coordinator for the Middle East Peace Process (UNSCO) on the smuggling of gold and other contraband by a staff member (0137/17).

95. *Case 0137/17*. OIOS investigated a report that 10 kg of gold (valued at approximately $424,000), 5.3 kg of gold jewellery (valued at approximately $225,000) and 200 smartphones had been discovered in a United Nations vehicle. OIOS established that an UNSCO staff member had taken the vehicle, without authorization, to an address in Amman where the contraband was concealed in the vehicle before its intended transport across the border into Jerusalem. The staff member resigned before the investigation was completed. The matter was referred to the Office of Human Resources Management for appropriate action, and the Office of Legal Affairs is considering referral of the case to national authorities.

United Nations Support Mission in Libya

Internal audit activities

96. OIOS issued one audit recommendation and one audit report to UNSMIL on administrative support (2017/020).

Investigation activities

97. OIOS issued one closure report related to UNSMIL (0059/16).

United Nations Assistance Mission in Somalia

Internal audit activities

98. OIOS issued 11 audit recommendations and 1 audit report to UNSOM on activities for the protection of women against sexual violence (2017/106).

Audit of activities for the protection of women against sexual violence

99. UNSOM assisted the Federal Government of Somalia in developing its national action plan against sexual violence in conflict from a policing perspective and in establishing a steering committee to monitor the implementation of the action plan. However, UNSOM needed to provide support to the Government for the implementation of its commitments and to develop a reliable mechanism to accurately track and monitor the implementation. There was also a need for UNSOM to implement measures to ensure that conflict-related sexual violence considerations were mainstreamed and reflected in mission-wide strategies and operations.

United Nations Support Office in Somalia

Internal audit activities

100. OIOS issued 24 audit recommendations and the following 6 audit reports to UNSOS:

(a) Local procurement (2017/066);

(b) Business continuity management (2017/075);

(c) Outsourced services (2017/089);

(d) Budget formulation and monitoring (2017/132);

(e) Waste management (2017/145);

(f) Warehouse management (2017/154).

Audit of waste management

101. UNSOS did not provide adequate sewage treatment and septic systems to service the African Union Mission in Somalia camps, resulting in the flow of untreated wastewater from base camps into the surrounding environment through rainwater drains and trenches. At one location, untreated wastewater was discharged into an oxidation pond that had not undergone an environmental impact assessment and was located close to an internally displaced persons' camp. Wastewater at other mission locations with treatments plants was not adequately treated prior to being discharged into the sea or on the ground within the mission camp area. Although UNSOS took some positive action to raise awareness on environmental issues, the volatile security situation and restrictions hampered some of its waste management activities.

102. In addition, facilities, offices and units at UNSOS/UNSOM and the African Union Mission in Somalia locations were not segregating their solid waste at its source and were not complying with established waste-disposal practices. Poor solid waste management practices included the comingling of hazardous and non-hazardous waste, the burning of waste in open air, the failure to secure waste disposal yards, the accumulation of solid waste in accommodation and kitchen areas and the accumulation of a large quantity of ash residue from an incinerator in Mogadishu that was piled up on the ground with no protective layer.

Investigation activities

103. OIOS issued one closure report (0470/17) and the following two investigation reports in relation to UNSOS:

(a) Contingent-owned equipment reimbursements (0142/16);

(b) Unauthorized outside activity by a staff member (0247/17).

104. *Case 0142/16*. The United Nations Office for Project Services leased six mine-protected vehicles from a private contractor, who, under the terms of the agreement, was responsible for fuel and maintenance. OIOS investigated and substantiated a report that a troop contingent had unduly claimed the mine-protected vehicles as contingent-owned equipment and received reimbursements from UNSOS of approximately $528,962. This amount is being recovered. The findings were transmitted to the Department of Field Support for referral to the troop-contributing country.

105. *Case 0247/17*. OIOS investigated and substantiated a report that a staff member had accepted a nomination as a candidate for a political party in the general elections of the individual's home country. Furthermore, OIOS found that the staff member had submitted a request for special leave in order to perform political activities, which were not declared to the Organization. The findings of OIOS were referred by the Department of Field Support to the Office of Human Resources Management, which is reviewing the case.

United Nations Truce Supervision Organization

Investigation activities

106. OIOS issued the following three investigation reports in relation to the United Nations Truce Supervision Organization:

(a) Sexual exploitation and abuse and blackmail by a staff member (0489/16);

(b) Fraud by a staff member (0178/17);

(c) Misuse of information and communications technology resources by a staff member (0112/17).

107. *Case 0178/17*. OIOS investigated and substantiated a report of education grant fraud by a staff member. OIOS established that the staff member had, between 2013 and 2016, submitted false education grant claims with respect to two schools, totalling over $108,000. The findings of OIOS were referred by the Department of Field Support to the Office of Human Resources Management, which is reviewing the case. The Department of Management recommended that the processing of the staff member's personnel payroll clearance action (P.35 form), along with corresponding emoluments, be suspended pending a final determination of any monies owed to the Organization by the staff member.

C. Evaluation activities

108. In 2017, the Inspection and Evaluation Division issued four reports related to peace operations, all of which are available on the OIOS website. The reports include the evaluation results, specific recommendations made and related management action plans for their implementation. One of the reports, on the review and evaluation of strategic deployment stocks, was provided to the General Assembly (A/71/798). A summary of the other reports is provided below.

Evaluation of Department of Peacekeeping Operations/Department of Field Support planning during the force generation process and related engagement with the Security Council and troop-contributing countries (IED-17-001)

109. Despite positive aspects, some expectations of Member States were not fully satisfied, reducing both the relevance of force generation to their needs and its effectiveness in securing their contributions. Dissatisfaction, concerning mainly the timeliness and utility of formal consultations among the Secretariat, the Security Council and troop-contributing countries on force-generation matters, opportunities for Member States to contribute their field-based experience to military planning and access to information about potential contributions, was highest among the Member States that were more active in United Nations peacekeeping. The Department of Peacekeeping Operations was mostly reactive in sharing information, which favoured troop-contributing countries with established links to the Department of Peacekeeping Operations/Department of Field Support and/or institutional knowledge about United Nations peacekeeping. The expectations of Member States contributing technological capabilities and some permanent members of the Security Council regarding the force-generation process were not fully satisfied by the Department of Peacekeeping Operations and the Department of Field Support.

110. On the selection of troop-contributing countries, the Department of Peacekeeping Operations and the Department of Field Support made progress towards assessing their prior conduct and performance, and Member States expressed general optimism regarding the Peacekeeping Capability Readiness System. Selection criteria remained unofficial, however, contributing to concerns about transparency and risking potential gains in effectiveness and relevance offered by current reforms.

111. Furthermore, inadequate coordination between the Department of Peacekeeping Operations and the Department of Field Support hindered the effectiveness and efficiency of force-generation planning. External changes and internal reforms in the area of force generation were likely to broaden the pool of troop-contributing countries, put pressure on the limited staff resources of the two departments and increase the technological diversity of contingents. At the same time, the need for the Department of Peacekeeping Operations to provide frank and objective assessments to the Security Council was more urgent, as peacekeeping operations were facing more asymmetrical environments.

112. OIOS made eight important recommendations, all of which were accepted by the Department of Peacekeeping Operations and the Department of Field Support.

Evaluation of the effectiveness of United Nations peacekeeping operations in deterring and confronting armed elements in the Democratic Republic of Congo, Mali and the Central African Republic (IED-17-013)

113. From 2013 to 2015, despite some initial success in deterring and confronting armed elements, in the absence of credible political processes, violence resurged in all three mission areas. In the Democratic Republic of the Congo, MONUSCO successfully supported the national army in the defeat of the M23 group between 2012

and 2013. Owing to limited offensive operations, however, MONUSCO did not neutralize other armed groups and had an uneven record in protecting civilians in its areas of operations, with instances in which it was unable to do so, notably in Beni, where armed groups remained active, perpetrating human rights violations.

114. In Mali, MINUSMA was effective in supporting peace agreements and dialogue, which significantly reduced direct confrontation between armed groups. However, MINUSMA was less effective in deterring the threat posed by terrorist armed groups, and the implementation of the peace agreements remained slow. In the Central African Republic, MINUSCA successfully secured the electoral process, and it had been progressively more effective in protecting civilians until the second half of 2016, when violence resurged. The effectiveness of urgent temporary measures remained an open question in the absence of good infrastructure and with limited national capacity.

115. Across the three missions, significant differences on how to engage with armed elements and lack of internal cohesion weakened the missions' responses. The operationalization of mandates was subject to varying individual interpretations and preferences, significantly watering down the explicit intent of the Security Council. Civilian staff demanded a more robust military approach, while military personnel believed they had been unjustly held responsible for shortcomings at the political level. There were inconsistencies in the approach of military contingents to proactively protecting civilians from threats.

116. Political considerations, instructions by capitals, unclear national regulations and sudden requests by troop-contributing countries for specific deployment conditions affected the ability of the force commanders to fully exert their authority. To varying degrees, and particularly in case of rehatting, the three missions suffered a lack of contingent-owned equipment and insufficient predeployment training for asymmetrical environments. Missions also lacked critical capacity for intelligence, specifically human and signals intelligence. Logistical challenges affected the missions' performance, and a mismatch between civilian logistics procedures and military operational needs was reported. The authority conferred upon missions to address the involvement of armed groups in illegal economic activities and organized crime did not match the scale and seriousness of the issues. Strategies to address the root causes of the conflict, including stopping illegal financial gains that sustain armed elements and terrorists, prolong conflict and postpone peace, were required.

117. OIOS made three critical and four important recommendations, all of which were accepted by Department of Peacekeeping Operations and the Department of Field Support.

Triennial review of the implementation of recommendations contained in the evaluation report on the implementation and results of protection of civilian mandates in United Nations peacekeeping operations (IED-17-010)

118. OIOS examined evidence of the implementation by the Department of Peacekeeping Operations and the Department of Field Support of the one critical and two important recommendations made by OIOS in its 2014 evaluation report on the implementation and results of protection of civilian mandates in United Nations peacekeeping operations. It focused on results as evidenced by relevant policy and practice in the five largest missions implementing protection of civilian mandates. While one critical and one important recommendation were implemented, one important recommendation remained in progress.